



United States
Department of
Agriculture

March 2001

2000 Annual Program Performance Report

DEPARTMENTAL ADMINISTRATION



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DEPARTMENTAL ADMINISTRATION

FY 2000 ANNUAL PROGRAM PERFORMANCE REPORT

Departmental Administration (DA) is USDA's central administrative management organization. DA provides support to policy officials of the Department, and overall direction and coordination for the administrative programs and services of USDA. In addition, DA manages the Headquarters Complex and the George Washington Carver Center in Beltsville, Maryland, and provides direct customer service to Washington, D.C. employees. The mission of DA is to provide the most effective and efficient administrative management leadership and services to support USDA agencies and enable the Department to reach its programmatic goals.

DA's functions include human resources management, Government ethics, civil rights, procurement and property management, emergency preparedness, small business utilization and outreach programs. The administrative law functions and the Hazardous Materials Management Group have been placed within Departmental Administration for administrative purposes.

The DA mission includes the civil rights programs to facilitate the fair and equitable treatment of USDA customers and employees and the compliance and enforcement of civil rights laws. The vision is that USDA will be a leader in ensuring equal opportunity and non-discrimination in all program and employment activities. Its customers and employees will reflect the diversity of the nation in an atmosphere of inclusion where customers and employees are valued and treated with dignity and respect.

Only Federal employees were involved in the preparation of this report.

Goal 1: All USDA employees and customers are treated fairly and equitably with dignity and respect. The USDA will have the best civil rights record among Federal agencies.

Under this goal, DA pursued objectives to implement the Civil Rights Action Team (CRAT) recommendations, train USDA employees in civil rights, and reduce the processing time for civil rights cases.

Objective 1.1: Fully implement the Civil Rights Action Team (CRAT) report recommendations that were approved by the Secretary of Agriculture.

CRAT Report Recommendations.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Policies/ strategies issued based on CRAT Report recommendations	15*	15	14

*The FY 1999 Actual column for this Annual Performance Goal/Indicator shown in the revised FY 2000 DA Annual Performance Plan reflected the number of CRAT Report recommendations implemented rather than the number of policies and strategies that were issued based on recommendations in the Report. The actual number of policies/strategies issued in FY 1999 related to CRAT recommendations was 15. This level more accurately reflects the baseline for FY 2000 accomplishments.

2000 Data:

The FY 2000 target of 15 policies/strategies issued was not based on any specific set of policies/issues, but represented a target level of effort in implementing the CRAT Report.

Analysis of Results:

This year saw the implementation of the following policies/strategies related to CRAT directives:

POLICIES/STRATEGIES RELATING TO CRAT		
Number	Subject	Status
DR	Disciplinary and Accountability Policy	Complete
DR & Manual	Environmental Justice (Updated and Procedures)	Complete
Form AD-475B	"And Justice for All" Poster for Recipients of Food Stamp Program	Complete
Form AD-475C	"And Justice for All" Poster for Recipients of all Programs other than Food Stamp Programs	Complete
DM-4300-1	EEO Complaints Processing Procedures	Complete
DM-4330-1	Procedures For Processing Discrimination Complaints and Conducting Civil Rights Compliance Reviews in USDA Conducted Programs and Activities	Complete
DM-4330-2	Procedures For Processing Administrative Discrimination Complaints and Conducting Compliance Reviews in USDA Financially Assisted Programs and Activities	Complete
Number	Subject	Status
DM-4300-3	Equal Opportunity Public Notification Policy	Complete
DM-4300-6	Civil Rights Policy for the Department of Agriculture	Complete
	County Committee Election Procedures	Complete
	Dispute Resolution Resource Guide	Complete
	Management and Diversity Training for Department of Agriculture Supervisors	Complete
	Accountability Review Team Investigation	Complete
	USDA Agency Compliance Reviews	Complete

Reflects policies/strategies completed by December 31, 2000

Current Fiscal Year Performance:

This object has been essentially accomplished. Related activities will continue during FY 2001 on affirmative employment recruitment plans, reaffirmation of agreement between Department of Interior and USDA, Outreach Councils, program discrimination complaints form and brochure public notice, and minority farms register Privacy Act notice.

Program Evaluations:

USDA Inspector General Report: "Office of Civil Rights Status of the Implementation of Recommendations Made in Prior Evaluations of Program Complaints (Audit Report No. 60801-4-Hq), March 2000, outlined several challenges in the USDA civil rights program.

Training, Farm Worker Issues, and Legislation.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Employees receive basic CR training	99%	100%	76%
Farm worker issues implemented	3	8	8
Re-submit legislative changes to farm policies	5	12	4

2000 Data:

Civil rights training: In some cases, the actual dates for training carried over into the next fiscal year. As of February 21, 2001, 76 percent of USDA employees had received civil rights training. These levels are estimated based on reports of training completed

Farm worker issues: Information on farm worker activities comes from the records of the Farm Worker Coordinator and the Office of Outreach. The issues are implemented by having the Farm Worker Coordinator address the problem and ensure that the USDA perspective includes the essential interests of the farm worker. The position of Farm Worker Coordinator was not filled at the time this Performance Goal/Indicator was set. When the program was set up, a priority list of tasks/activities was identified for the farm worker program. The data shown reflects accomplishments against this list of priority activities.

Legislation: In FY 2000, USDA submitted draft legislation for four CRAT recommendations relative to changes in farm policies. Seventeen CRAT recommendations involving legislative changes were identified originally, the FY 2000 goal was to complete the necessary submissions.

Analysis of Results:

Civil rights training: CR staff worked with agencies to complete topics recommended by CRAT and to comply with Departmental Regulation 4120-1 "Annual Departmental Civil Rights Training." As a result, the Department's first on-line training course was developed. Technical difficulties in delivering the six hour course caused many agencies to request extensions into FY 2001. A hard copy version was offered to all agencies. Although a significant level of training was accomplished in FY 2000, many agencies are still in the process of completing the on-line training.

Farm worker issues: The Secretary of Agriculture implemented the role of Farm Worker Coordinator within the National Office of Outreach in December 1999. The concerns surrounding the treatment of farm workers are being documented and analyzed in order to provide assistance. The Farm Worker Coordinator was charged with helping to plan and implement policies and procedures for administering and coordinating USDA farm worker outreach activities; providing oversight for the implementation of CRAT recommendations; collaborating with the county-based agencies and Department leadership on farm worker issues; reviewing regulations and instructions; processing incoming inquiries on farm worker issues; developing training materials on farm worker issues; serving on inter-departmental working groups; providing expert advice and

communications; establishing long-range plans for farm worker programs; developing program regulations and legislation where required; and performing a variety of projects. There has been an increase in the number of programs targeting benefits to farm workers since the position was established. In addition, a disaster assistance program was made available to the farm worker labor force in targeted areas.

Legislation: In many instances, Congress appropriated increased funding in several areas to help improve USDA performance in farm programs, housing, outreach, research and education. Recognizing the need for continued emphasis on civil rights performance, the Department implemented initiatives or proposed legislation to revise the county committee election procedures; hire more civil rights attorneys; fully fund the 2501 program in accordance with the Food, Agriculture, Conservation and Trade Act of 1990; and implement diversity councils to provide advice directly to the Secretary. It is anticipated that implementation of new policies will help to educate and inform customers and employees, thereby reducing the numbers and costs of complaints.

Current Fiscal Year Performance:

Civil rights training: For FY 2000, agencies were given the flexibility to deliver training either via on-line training modules produced in concert with the USDA Graduate School or on hard copy of the same material. The training subjects were as follows: Equal Employment Opportunity, Cultural Diversity, and Federally-assisted Program Delivery, and Federally-conducted Program Delivery. CR staff is meeting individually with each agency CR Director and monthly meetings with Agency Coordinators were held to improve levels of training accomplishment. It is anticipated that the civil rights training will continue in FY 2001

Farm worker issues: The Farm Worker Coordinator presented four workshops in western Kansas under the auspices of the Kansas Wheat Growers Association and Kansas State University. The objective was to promote skills in agricultural labor management. Agriculture industries are increasingly becoming diverse as they employ Latino's in their workforce. Individual members of the industry are seeking both management and cultural diversity skills in order to successfully compete in the world market place. Planning and coordinating activities will continue in the current fiscal year involving the Farm Worker Coordinator and the Office of Outreach in USDA programs.

Legislation: This phase of legislative proposals impacting CRAT recommendations is completed. The Department will consider what legislation may be needed to further implement the CRAT Report recommendations.

Program Evaluations:

None.

Civil Rights Complaint Processing.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Percent reduction from the previous year in the number of days for processing program and EEO civil rights complaints:			
Program complaints (FY 1999 Baseline: 451 days)*			
Employment complaints (FY 1999 Baseline: 524 days)*			
	22%*	15%	4%

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
	-10%*	15%	-1%

*The calculations for FY 1999 processing times reported in the FY 2000 DA Annual Performance Plan were based on using the median rather than a mean processing time. The FY 1998 and 1999 baselines were recalculated for this report using the mean for processing times.

2000 Data:

Currently, the data for this report are still under review. During this period, staffing in the CR organizations dealing with employment complaints was the lowest it had been in many years. Processing time in this report is determined differently than in reports filed with the Equal Employment Opportunity Commission (EEOC). In this report the processing time includes those periods of time where USDA agencies and CR have responsibility for processing the complaint (e.g., it does not include the time for cases where the complaint is under the jurisdiction of EEOC). The baseline processing days have been revised to better correspond with case processing records. The percentage change is based on the number of days.

Analysis of Results:

In FY 2000, CR closed 1,284 program complaints and received 636 program complaints. The goal was to reduce the percent of time to settle both program and EEO complaints by 15 percent for FY 2000. In FY 2000, CR processed 406 employment complaints and received 783 complaints. The average number of days to close program complaints was 434 days. The average number of days to complete processing of employment complaints was 531 days. The data show a modest increase in the number of days to process employment civil rights complaints. A summary of the civil rights cases received and closed is as follows:

	FY 1998		FY 1999		FY 2000	
	Received	Closed	Received	Closed	Received	Closed
Program	1,011	477	1,224	1,500	636	1,284
EEO	946	985	969	481	783	406

Current Fiscal Year Performance:

With focused attention on case processing, completion of professional training and implementation of portions of the Long Term Improvement Plan (LTIP), CR will be able to close more program and employment complaints each year. EEO complaints closed should increase through the use of new guidance from the EEOC, including the institution of Alternative Dispute Resolution (ADR) activities for formal complaints. Efforts continue to reduce program and employment complaints. Stronger oversight and consistent policy guidance will assist in decreasing the number of complaints coming into the formal complaint system.

To improve civil rights at the USDA, the Department will improve processing time-frames for employment and program complaints by seeking adequate staffing, providing training and by adjusting the process work flow for best results. We will also promote recruitment and retention of those groups that are under-represented in the USDA workforce through use of USDA special emphasis advisory councils and monitoring of the perceptions of USDA employees and customers regarding fair treatment in employment and program delivery. USDA will promote ADR awareness and provide model conflict management training packages to facilitate training of supervisors and managers throughout the Department.

Program Evaluations:

Long Term Improvement Plan (LTIP): CR completed a long-term improvement plan for civil rights activities in October 2000. LTIP focuses on changing the current organizational culture, re-engineering and improving processes, and meeting customers' expectations. Implementation of LTIP will fundamentally improve our ability to meet the regulatory requirements for processing program and employment complaints of discrimination.

The table below shows the major findings in LTIP:

LTIP MAJOR FINDINGS	
Finding	Comment
Insufficient staffing	There is insufficient staff to handle the average number of complaints filed. Temporary staff has often been used, which compounds the problem because of high turnover and a lack of expertise.
Insufficient training	Employees are insufficiently trained to perform their jobs. This was the second most frequently mentioned finding in the employee survey.
Lack of program knowledge	In several areas the staff lacks sufficient knowledge of the programs for which the complaints are filed. This is a significant impediment for processing program complaints.
Inefficient work flow processes	The systems and processes for handling complaints through the complaint life cycle are inadequate. This causes lost files, delays, inaccurate accounting, etc.
Inefficient automated tracking systems	The automated systems for tracking and processing complaints are inefficient. This causes delays in complaint processing, redundancies in record-keeping, and inaccurate accounting.

USDA Inspector General Report "Office of Civil Rights Management of Employment Complaints" (Audit Report No. 60801-3-Hq), March 2000, found significant weaknesses in the management of the EEO complaint process.

Goal 2: Provide leadership, policy, oversight and coordination to improve the management of programs and administrative processes throughout USDA.

Under this goal, DA pursued objectives to provide opportunities for increased participation in USDA administrative and program activities and ensure effective administrative systems.

Objective 2.1: Increase opportunities for and participation of: (a.) small, disadvantaged, and women-owned businesses to participate in USDA contract and program activities; and (b.) historically underserved rural populations and small, limited-resource farmers in USDA programs.

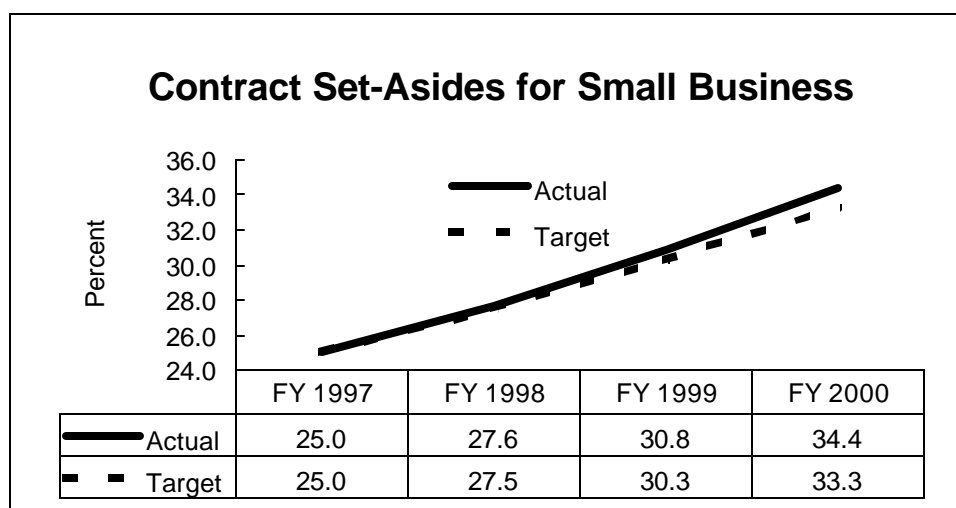
Small Business Contract Activity.

The Office of Small and Disadvantaged Business Utilization (OSDBU) serves as USDA's lead agency in providing an integrated focus for programs to assist small disadvantaged and women-owned businesses. OSDBU assists outreach efforts to involve all targeted populations in the Department's contracting and program activities and coordinates programs to expand the number of USDA business opportunities available to small disadvantaged businesses. The OSDBU program identifies and eliminates barriers that

prevent small business access to USDA programs and activities. Through partnerships with USDA program offices, professional associations, and universities, OSDBU promotes the growth and competitiveness of small disadvantaged businesses in rural America.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Percent increase over prior year of contract requirements set-asides for small business	11.6%*	10%	11.7%

*The FY 1999 baseline "Actual" data has been adjusted since the FY 2000 DA Annual Performance Plan was published. The update reflects final contract numbers for FY 1999.



2000 Data:

The FY 2000 data is final. It is obtained from the National Finance Center's SF 279 contract tracking system. Individual contracting officers throughout the Department record data in the system as contracts are awarded. USDA agencies are required to verify and correct data entered into the system within 45 days of the end of the fiscal year.

Analysis of Results:

Since the base level was established in FY 1997, the number of contract opportunities directed solely to small businesses has slightly exceeded the annual target of a 10 percent increase per year.

Current Year Performance:

With the increased use of the practice of bundling contract requirements into larger contracts and with the increased use of the purchase card and Government-wide contracts to fill USDA requirements, this target will become more challenging to reach. Continued targeted outreach to under-represented small businesses and technical assistance on changing requirements have resulted in strategies to identify contract opportunities which are now typically being awarded to large businesses.

Program Evaluation:

None.

Outreach.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Agency outreach plans which adequately meet established criteria to address needs of targeted populations	20%*	100%	10%

*Based on a re-evaluation of the accomplishment level for FY 1999, the baseline year has been changed from 65 percent shown in the FY 2000 DA Annual Performance Plan to the 20 percent level.

The Office of Outreach (OR) provides overall Department leadership and coordination to ensure that all potential customers have full access to USDA programs and services. In conjunction with other USDA agencies, special emphasis is directed toward underserved populations. OR also administers the Outreach for Socially Disadvantaged Farmers Program, authorized by Section 2501 of the Food, Agriculture, Conservation and Trade Act of 1990 (FACT).

2000 Data:

The data on level of plans meeting established criteria was developed from an assessment of the plans submitted.

Analysis of Results:

Although all USDA agencies previously created plans to reach out to underserved customers as stated in the USDA Strategic Plan (September 2000), the precise standards and the responsibilities for submission, tracking and review of plans have not been well understood. The performance showed a decrease in performance due to the fact that good communication was lacking between DA and the agencies. This problem will be corrected with new reporting instructions.

Current Fiscal Year Performance:

New operating procedures are being put into place to ensure that there is better communication with all agencies. In addition, a follow up system will be implemented to ensure all outreach plans are reviewed.

Program Evaluation:

None.

Objective 2.2: Ensure consistent and uniform key administrative policies to: (a.) increase the effectiveness and efficiency of human resource management programs and services, and (b.) increase employee productivity and improve the well being of the USDA workforce.

Recognizing the correlation between employee and customer satisfaction, the Department must ensure that its employees have the tools and work environment needed to serve customers effectively, including sound leadership, efficient work processes, modern and safe places to work, fair treatment, and adequate incentives for performance, customer service, teamwork, and innovation. Productive employees and modern technology also require adequate facilities. However, many of USDA's current facilities can neither accommodate new technologies nor fully provide for the safety and security of the Department's employees and customers.

In 1999, 63 percent of USDA employees said that they were satisfied with their work, which is three percent higher than the Government-wide average and one percent higher than the level of private sector worker satisfaction. To ensure that USDA will continue to have a skilled and motivated workforce and strong prospects for retention of its best employees, we will align workforce planning, performance management and employee recognition systems to the USDA Strategic Plan. Employee satisfaction will be tracked through the use of surveys and we will improve policies and practices in areas identified by employees as related to relatively low satisfaction.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Decrease in amount of overall errors based on implementation of Time and Attendance initiatives (percent decrease each year in documents rejected).	10%	10%	-14%

2000 Data:

The data was obtained from the National Finance Center's (NFC) Statistics database. It is normally recorded each pay period after the T&A data has been processed resulting in data for 26 pay periods. In FY 2000, there was one pay period (PP 25) where data was not obtained; therefore statistical adjustments were made to provide comparable annual data. The average number of employees paid in a given pay period was 100,464.

Analysis of Results:

An analysis of the FY 2000 performance indicates that fatal error rates have increased because the focus of the T&A project was on developing new T&A system requirements to meet the needs of USDA agencies. The new systems will include edits and checks to eliminate errors that cause the increase for FY 2000, therefore there should be a significant decrease in fatal errors. Another factor in the increase of T&A system errors was the continual high turnover rate in T&A clerks, resulting in a lack of consistency and training for new clerks. Managers must be held accountable in order for operational improvements to be made in T&A processing.

Current Year Performance:

Since this is not an Annual Performance Goal/Indicator under the Revised Annual Performance Plan for FY 2001, the data is no longer being tracked and analyzed each bi-weekly pay period.

Program Evaluation:

None.

Objective 2.3: Provide modern, efficient, and cost effective procurement and property systems.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Use of Performance-Based Contracts (percent of total service contract dollars)	1.9%*	30%	4.6%
New Purchase Card Management System Implemented (percent of 20,000 potential users in USDA)	95%*	100%	140%

*Number has been adjusted to reflect a more accurate analysis of PBSC contract action as well as a more accurate count of purchase card users than was available at the time of the FY 2000 DA Annual Performance Plan.

PCMS is a “point and click” software package developed by USDA that provides for the electronic receipt, reconciliation, and payment of purchase card (essentially a VISA credit card) transactions. Over 1.6 million purchase card transactions valued in excess of \$500 million were processed by PCMS in FY 2000. These transactions ranged from simple office supplies to payments to ranchers to buy diseased cattle for depopulation.

2000 Data:

Use of Performance Based Service Contracts (PBSC): The data on PBSC achievement is based on data input into the USDA Procurement Reporting System by USDA agencies. The accuracy of this information is dependent on: (a) agencies entering the procurement into the reporting system, and (b) that this information is timely and accurate.

Implement Purchase Card Management System (PCMS): The data on the number of users to which PCMS is deployed is from the PCMS database itself.

Analysis of Results:

Use of Performance Based Service Contracts (PBSC): FY 1999 data indicated that 1.9 percent of total USDA contract dollars eligible for PBSC application were actually awarded as performance based service contracts. The FY 1999 goal had been five percent. This level of achievement was the same as in FY 1998. We did conduct the PBSC briefing for senior USDA officials (Deputy Administrators for Management) in FY 2000 as planned. We also added language in certain high-level service contract approval documents from the Assistant Secretary for Administration pointing out to USDA agencies where PBSC could be applied. As a result of these actions, and an increasing level of understanding in potential PBSC application to USDA agency procurements, 4.6 percent of the contracts eligible for PBSC application were awarded in FY 2000.

The FY 2000 achievement is a move in the right direction, but is not sufficient progress toward the 30 percent USDA goal or even the Government-wide ten percent goal set for FY 2001 in the “Government-wide Acquisition Performance Measurement Program.” Clearly, other actions to encourage USDA agencies to embrace this approach need to be identified. We believe the major issues here involve convincing agency program managers to try new approaches and providing good examples of PBSC application for agencies to emulate. Especially in the information technology area, there appear to be few good examples showing the successful application of PBSC principles.

Implement Purchase Card Management System (PCMS): The objective to fully deploy PCMS has been successfully accomplished.

Current Fiscal Year Performance:

Use of Performance Based Service Contracts (PBSC): To define further necessary steps to expand PBSC use, we will develop a PBSC Strategic Plan in partnership with USDA agencies. This plan will be ready for agency sign off in the third quarter of FY 2001.

Implement Purchase Card Management System (PCMS): The target level has been more than achieved.

Program Evaluations:

Use of Performance Based Service Contracts (PBSC): USDA achievements are being monitored by the Office of Federal Procurement Policy, Office of Management and Budget, through the Government-wide Acquisition Performance Measurement Program.

Implement Purchase Card Management System (PCMS): The USDA Inspector General conducted a review (audit no. 50099-26-FM(1)) of the Purchase Card Program in FY 2000. The audit found that agencies were failing to follow existing Purchase Card Program policy to ensure spot cash awards and emergency salary payments are accurately entered into PCMS and the payroll/personnel system. This problem is not a PCMS software deficiency. We are working to define revised policy and/or processes to correct this problem. The audit findings have not had a negative impact on the goal to fully deploy PCMS.

Objective 2.4: Improve the effectiveness of USDA space management programs.

The Performance Goals and Indicators for this Objective are shown with the other space management Performance Goals and Indicators under Objective 3.1.

Objective 2.5: Ensure that all USDA employees aware of and compliant with laws, regulations and administrative procedures governing standards of conduct, conflict of interest, political activity and contracting.

The Office of Ethics (OE) was established within the USDA in 1998 to foster an environment in which USDA decision making is, and is publicly perceived to be, untainted by any conflicting personal interest of its staff. The USDA program includes counseling and advice; personal financial disclosure requirements on covered staff; and training on various rules governing employee conduct, conflicts of interest, and political activity.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Percent of USDA population trained	98%*	95%	94%
Number of full-time permanent ethics advisors on board in USDA	11**	10	11
Percent of financial disclosure reports given initial review within 60 days.	70%***	85%	75%

*The FY 1999 reported number of 90% in the FY 2000 DA Annual Performance Plan has been adjusted based on updated reports.

**The reported number of USDA agency full-time ethics advisors for FY 1999 has changed since the FY 2000 DA Annual Performance Plan recorded seven such positions.

***Updated reports available since the FY 2000 DA Annual Performance Plan were filed and increased the FY 1999 baseline number for financial disclosure reports review within 60 days from 60 percent to 70 percent.

2000 Data:

Ethics Training: OE is responsible for annual ethics training for public filers within the Office of the Secretary, USDA Headquarters Staff Offices and Departmental Administration. This comprises about 200 persons over the course of a year. Records are kept at training sessions and the automated training systems track training accomplishment through on-line training modules.

USDA Ethics Advisors: While dozens of persons perform ethics advisory functions throughout the USDA mission areas, most do so as a collateral duty only. OE hopes to build a cadre of fully dedicated and well-versed ethics advisors within each mission area headquarters.

Review of Financial Disclosure Reports: The data are largely based on Mission Area reports.

Analysis of Results:

Ethics Training: All but 13 individuals either participated in classroom instruction or transmitted self-certifications of taking online Governments ethics training modules. It is possible that more self-instruction was taken for which the user failed to transmit the self-certification.

USDA Ethics Advisors: The assignment of ethics advisors continues above target in USDA.

Review of Financial Disclosure Reports: The approximately 650 Public Reports (political appointment and higher civil service positions) filed with OE were given initial review within 60 days. The 14,000 Confidential Reports (senior mid-level positions) were reviewed by mission area ethics advisors. The timing of their reviews was more varied.

Current Fiscal Year Performance:

Ethics Training: In FY 2001, the use of automated on-line instruction modules is expanding and we continue to expect a large percentage of employees will receive training.

USDA Ethics Advisors: OE, working with the full-time and collateral ethics advisors throughout the Department, will continue to ensure that the Government Ethics programs are strong throughout the Department.

Review of Financial Disclosure Reports: Estimated based on Mission Area Ethics Advisor reports, a number of confidential financial disclosure reports have not yet been filed for calendar year 2000. A 45-day extension to the due date was granted to the Forest Service (due to the forest fires emergency) and elsewhere in the Department where there have been administrative delays. Consequently, we do not yet have a full universe of reports filed against which to measure a 60-day review time frame

Program Evaluations:

None.

Objective 2.6: Increase USDA's preparedness for continuity of essential functions during disaster and emergency situations.

The Office of Crisis Planning and Management (OCPM) was established within USDA in December 2000. OCPM was created from elements of the Office of Procurement, Property and Emergency Preparedness and the Office of Human Resources Management. The new Staff Office is responsible for the coordination of and administrative support to the Department's emergency planning, preparedness, and response functions

for natural disasters and terrorist incidents as well as the USDA Continuity of Operations Plan (COOP) to maintain the Department's essential operations during a national emergency or disaster.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Update required handbooks for emergency operations	0	2	0

FY 2000 Data:

Operations management techniques are used in the Office of Crisis Planning and Management to track the accomplishment in revision of these publications. The level of performance is based on an analysis of the milestones under these plans.

Analysis of Results:

The two emergency operations publications scheduled for revision were: Departmental Regulation (DR) 1800-1 "USDA Emergency Programs Responsibilities," and the Emergency Operations Manual (EOM), were not completed within the target time frame. The redrafting of DR 1800-1 was 90 percent complete in FY 2000. Drafting of the Emergency Operations Manual (EOM) was about 50 percent complete during FY 2000. Limited staff resources and other competing priorities delayed revision of the EOM.

Current Fiscal Year Performance:

The final drafting and staff coordination of DR 1800-1 was completed during the 1st quarter of FY 2001. The final version of the regulation will be completed and issued by the end of the fiscal year. A working draft of the manual is in use. The projected completion date for the manual has been moved to the 4th quarter of FY 2001.

Program Evaluations:

None.

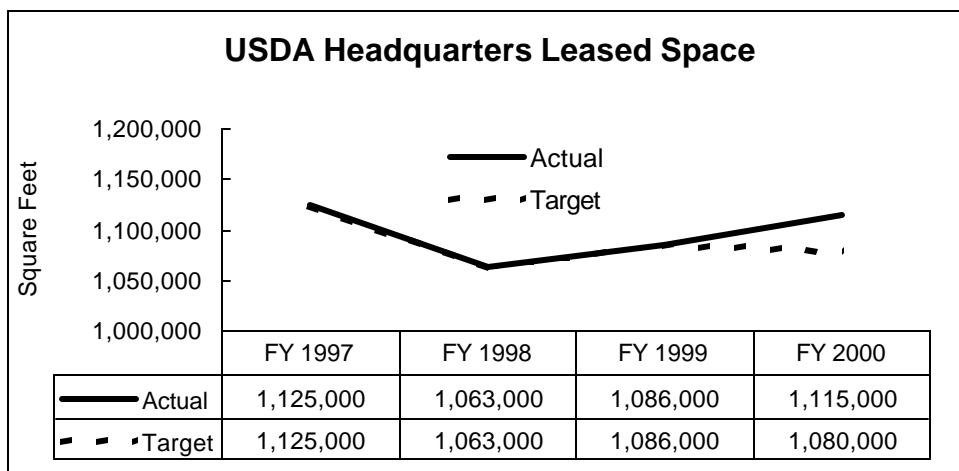
Goal 3: Deliver timely, reliable and efficient centralized and other services to Departmental Administration's customers.

Under this goal, DA pursued objectives to: provide timely and efficient services to USDA Headquarters, provide a safe and functional workplace, and improve human resources management services.

Objective 3.1 Provide a safe and modern workplace for USDA Headquarters Complex and George Washington Carver office facility.

Utilization of buildings and space.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Improve utilization of USDA buildings and space: Reduction of leased space (square feet)	39,000	45,000	10,000



USDA headquarters is presently housed in the 4-building government-owned Agriculture complex on the National Mall in Washington, D.C., the recently opened George Washington Carver Center in Beltsville, Maryland, and in leased offices in the metropolitan D.C. area. A 10-year plan to renovate the aging South Agriculture Building is under way. This objective also includes activities in effective utilization and management of offices space and reduced energy consumption

2000 Data:

The data for space management are tracked using automated records of leased space inventory.

Analysis of Results:

USDA will continue to reduce its reliance on costly lease space by consolidating USDA agencies into the facilities at Beltsville and the downtown Headquarters Complex. This goal is being accomplished in stages. The George Washington Carver Center at Beltsville, Maryland was completed and occupied in 1998 and 1999. In FY 2000, Headquarters space was leased to meet requirements of USDA program agencies. Had the funds been available to keep the South Building renovation project on track, the needs for leased space would be sooner reduced.

Current Fiscal Year Performance:

Current leasing plans call for the elimination of 14,800 square feet of space in Headquarters in FY 2001. However, adequate space will have to be maintained to house agency headquarters staffs, accommodate special needs such as task forces and swing space for relocations due to South Building renovation.

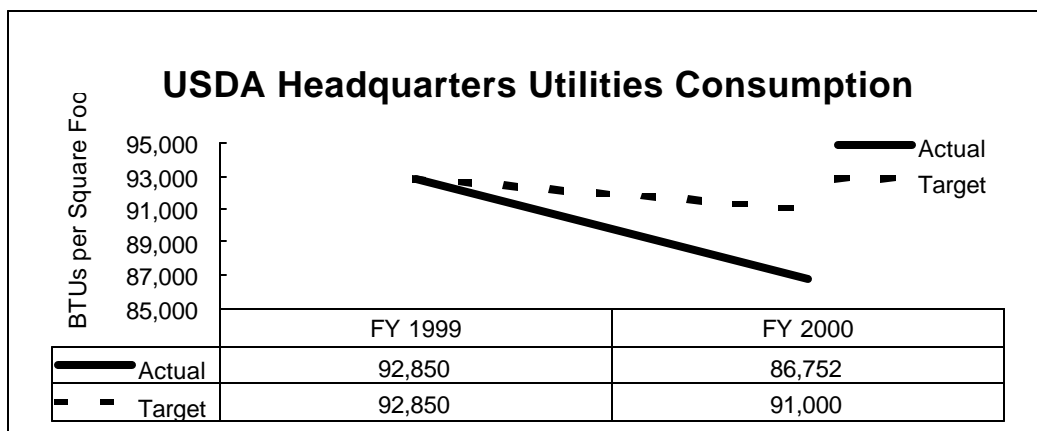
Program Evaluations:

In FY 2000, General Accounting Office (GAO) conducted a review of the program to evaluate moving the Forest Service out of the Yates Building. The GAO conclusion was that it would be expensive and take several years to accomplish. General Accounting Office Report: "Feasibility of Moving the Forest Service From the Sidney Yates Building" (Report B-286151), September 28, 2000.

Reduced energy consumption.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Reduce Utility Consumption	5.7%*	10%	11.9%

*A revised report for FY 1999 has changed the reported value of eight percent to the 5.7 percent shown in this report.



2000 Data:

The data was obtained from billing records of the utility providers. This consumption information is recorded each month and is based on meter readings. The baseline is FY 1995 utility cost.

Analysis of Results:

During FY 2000, there was a cooler than normal summer and a mild winter that contributed to a substantial reduction between FY 1999 and FY 2000. As conditions return to more normal levels, and as the utility systems in the aging South Building continue to deteriorate, some increase in utilities usage can be anticipated.

Current Fiscal Year Performance:

Energy conservation is being incorporated into the renovation phases of the South Building. In FY 2000, the energy management program focused on completing construction/commissioning Phase 1 of the South Building Modernization. Phase 1 included the replacement of the inefficient lighting and HVAC system with energy efficient systems in Wing 3. The energy management program also focused on operations, maintenance, and repair opportunities to reduce energy consumption (repairing insulation and temperature controls). The energy management program also included surveys and repairs to the steam system to reduce energy consumption. The lighting program to phase out inefficient incandescent lighting systems with long life energy efficient system also continued. The energy savings from the modernization of the South Building is being partially offset by the increased employee space utilization rate in the modernized space.

In FY 2001, the energy management program will focus on constructing Phase 2 of the South Building modernization. The energy program will also continue to focus on operations, maintenance, and repair opportunities to reduce energy consumption. With the complete replacement of old equipment in the South

Building planned over the next ten years, investments in major mechanical and electrical systems (outside the modernization program) in the South Building are not anticipated at this time.

Program Evaluations:

None.

Renovation of South Agriculture Building.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
10-year renovation completion rate	4%	12%	8%

2000 Data:

The renovation of the Agriculture South Building is tracked by project management techniques. The upgrade of the electrical and heating, ventilation, and air conditioning systems (HVAC) was a measure in the FY 2000 DA Annual Performance Plan, but it has been discontinued as a separate measure since it tracks directly with the renovation project.

Analysis of Results:

In FY 2000, Phase 1 of the South Building Renovation in Wing 3 was substantially completed and occupied. The lack of funding in FY 2000 for the renovation of the South Building slowed progress toward this goal, but funds for the construction of Phase 2 were appropriated in FY 2001.

Current Fiscal Year Performance:

The major construction contract for Phase 2 will be prepared in FY 2001 and construction should be started.

Program Evaluations:

None.

Workplace Safety.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Contractor related accidents	0	0	0
Reduction in the number of job related injuries/illnesses	15%	15%	-25%

2000 Data:

This data is gathered from records maintained by the Health Unit. The data does not capture any injuries or illnesses that are not seen by this unit.

Analysis of Results:

During FY 2000, out of the 23,600 employees seen in all the health units, there were 108 job related injuries. This was an increase of 26 percent from the 86 injuries recorded for FY 1999. While no specific cause can be, the age of the South Building and its HVAC and other central systems may be related to the level of injuries and illnesses.

Current Fiscal Year Performance:

The completion of the renovation of the South Building, especially the HVAC systems, is expected to have a marked impact on worker health and well-being.

Program Evaluation:

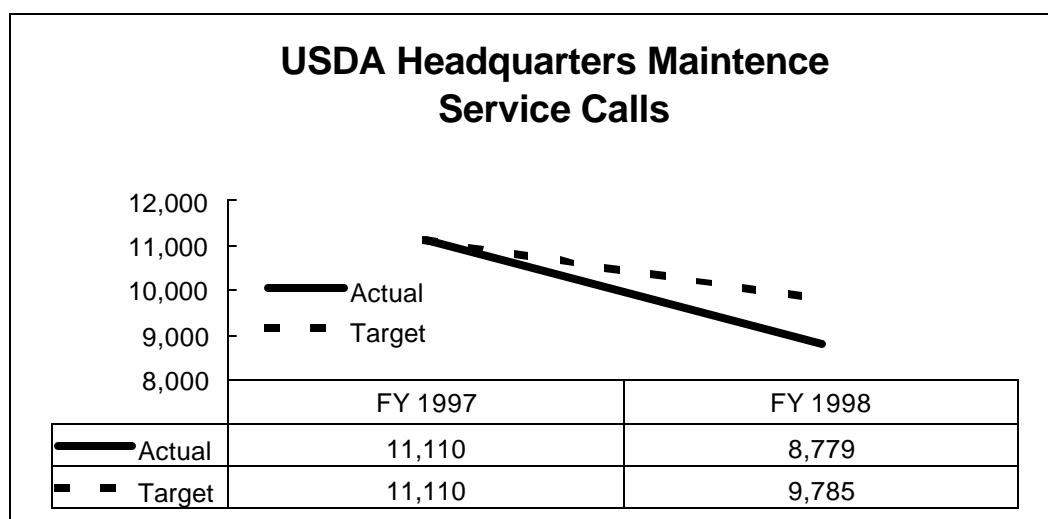
None.

Objective 3.2: Deliver timely, reliable and efficient centralized and other services to Departmental Administration's customers.

Building Maintenance and Service Calls.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Percent reduction in customer service complaints from 1996 baseline (10,300 calls)	-8%*	5%	15%

*A re-evaluation of the data on service calls during the FY 1998-1999 period has resulted in the percentage change for service call reduction in FY 1999. The FY 1999 level shown in the FY 2000 DA Annual Performance Plan was 5 percent.



2000 Data:

Repairs and service calls are tracked in a local database.

Analysis of Results:

Completing The Phase 1 renovation of the South Building helped decrease the number of disruptions in utility services and renovation related problems with noise, debris, and flooding.

Current Fiscal Year Performance:

This program will continue maintenance investment projects in the public areas throughout the Headquarters Complex. To improve operations, numerous minor repairs and alterations' projects will be done to ensure proper building operations and to support customer agency needs. The delay in funding the South Building renovation will also have an impact on customer service calls.

Program Evaluations:

None.

Processing Personnel Actions.

Annual Performance Goals/Indicators	1999 Actual	2000 Target	2000 Actual
Decrease in processing time for selected personnel actions	N/A	10%	N/A

2000 Data:

The average percentage of actions processed late during FY 2000 was 50 percent. The target level is a 10 percent decrease in processing time for selected personnel actions. Data were compiled each pay period of the fiscal year and then totaled. The total number of transactions processed was compared to the number of transactions untimely processed, and a percentage derived there from. However, since no data was kept for FY 1999, such a comparison between the two fiscal years cannot be made.

Analysis of Results:

The data being tracked provide a baseline for evaluating future improvements. Since the data are analyzed 26 times each fiscal year, timely program corrections can be made throughout the year. An analysis of FY 2000 performance indicates that timeliness has improved from a high of 89 percent untimeliness (24 October 1999 - 6 November 1999) to 19 percent near the end of the fiscal year.

Current Year Performance:

Data will continue to be tracked and analyzed each bi-weekly pay period. The results of such analyses will be provided to the managers and staff in order that they may provide feedback regarding possible operational improvements. Performance goals are included in each employee's performance standards.

To improve customer service to DA human resources service customers, we will recruit and train high quality HR professionals from all sources. We will apply research on corporate best HR practices and publish service standards. We will institute a case tracking system and emphasize face-to-face meetings with service clients.

Program Evaluation:

None.